

A CONCEPTUAL ANALYSIS OF INFLUENCE OF SUPERVISOR FEEDBACK ON EMPLOYEE PRODUCTIVITY

Mrs. B. Swathi

Research Scholar, JNTUH, Hyderabad, Kukatpally

Associate Professor, Department of MBA, St.Martin's Engineering College, Dulapally, Secunderabad

Abstract

Superior-subordinate relationship plays a significant role in increasing the level of productivity of the employees at work place. Feedback by the immediate supervisor helps to bring positive change in the employee's behavior. However, its not an easy task to measure employee productivity. Every employee has his/her on individual identity and expectations which play a key role in influencing organizational behavior. This study is focused on securing increased levels of employee productivity through effective manager-subordinate relations. The study is based on the primary data sourced from 220 employees working in HR departments in public and private sector organizations located in twin cities of Hyderabad and Secunderabad.

Key words: Job Satisfaction, Working Environment, Superior-subordinate relationship, Public sector, Private sector., Employee efficiency

1. Introduction

Manager –subordinate relationship includes factors such as communication policy, employee participation, job description, delegation of power, trust and confidence so on and so forth. Supervisor's feedback and employee productivity are interdependent. They both have a major role in building the image of an organization thereby maintaining the employee commitment.

Meaning and Definition of "Superior feedback":

Feedback from supervisor refers to the comments, opinions and suggestions given by the immediate manager to improve the working standards of a subordinate. Feedback can be negative as well as positive.

Meaning and Definition of "Employee Productivity":

Employee productivity is an assessment of the efficiency and effectiveness of an employee at work. Productivity can be studied in terms of output / contributions made by employee within a specific period of time.

2. Characteristics of Superior-subordinate Relationship

1. Open channels of communication: For a positive manager-subordinate relationship, it is important to establish an open and transparent form of communication between employer and employee. Employers should discuss important matters related to productivity, quality, discipline, problem-solving by involving the employees in proper manner.

2. Work life balance: There has to be a balance between one's personal life and professional life. Work life balance helps an individual employee to improve his/her level of job satisfaction and thereby contribute to the overall growth and prosperity of an organization.

3. Focus on removing the gaps: In a research study it has been found that managers and employees have different perceptions/outlook of organizational activities. This creates Semantic Information Distance"- also known as "Perceptual Incongruence". This distance can stunt the growth of superior-subordinate relations. It is necessary to remove this gap.

4. Upward Distortion: In some cases subordinates hesitate to communicate negative news to their managers. They distort the news to make it more positive. This practice has to be minimized as far as possible.

Employee Productivity- A Theoretical Framework



Productivity measures across national economies have captivated the attention of policy makers and executives alike. Ultimately, though, the source of productivity is the individual knowledge workers who get things done every day. And the evidence is clear: People perform better when they're happier.

Kvaes.wordpress.com

Objectives of study: In the light of the above discussions, the present research article aims to make a profound study of the following factors:

- To study the importance supervisor feedback in increasing employee productivity.
- To study the measures to be taken to secure harmonious working environment through positive superior-subordinate relations.
- To assess the impact of supervisor feedback on employee productivity.
- To identify the factors influencing the employee productivity.

Research Population

The study was conducted in twin cities of Hyderabad and Secunderabad.

Table 1 Population of the study

Variables (n=60)	Number of employees	%
Public sector	30	50
Private sector	30	50
Total	60	100

Tools used: The tools used for hypothesis testing Karl Pearson's Coefficient Correlation.

Hypotheses: Ho: supervisor feedback is not positively related to employee productivity.

Ha: supervisor feedback is positively related to employee productivity.

Research Methodology: Questionnaire included items related to workplace situations. Answers to the questions were measured using Likert 5-point rating scale 1- 'Strongly Disagree [SDA], 2-'Disagree [DA]', 3'Neutral [N]', 4-'Agree [A]', 5-'Strongly Agree [SA]'.

Scope of the study; The present study was conducted in 16 companies from Public and Private sector organizations in and around Hyderabad and Secunderabad. The nature of industries included manufacturing, service and banks.

Sample: The sample included 220 employees working in the department of Human Resources having more than 5 years of experience.

Sample size: The sample size includes 60 employees working as Human Resource Managers in the organizations chosen as the sample for the study.

3. Results and Discussions

Table 2:- Superior- Subordinate Relationship Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing

S.N	Superior-Subordinate Relationship Constructs	Mean	SD
1	Do you agree your supervisor encourages you to try new ideas??	3.5	1.2
2	Do you agree your supervisor delegates responsibility to you fairly?	3.6	1.2
3	Do you agree your supervisor represents your interests to other managers?	3	1.7
4	Do you agree your supervisor treats people in your team fairly?	4.1	0.7

Table 3:- Superior-Subordinate Relationship Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing

S.N	Superior-Subordinate Relationship Constructs	SDA	DA	NE	AG	SA
1	Do you agree your supervisor encourages you to try new ideas??	0 [0%]	10 [16.6%]	30 [50%]	0 [0%]	20 [33.3%]
2	Do you agree your supervisor delegates responsibility to you fairly?	0 [0%]	20 [33.3%]	10 [16.6%]	10 [16.6%]	20 [33.3%]

3	Do you agree your supervisor represents your interests to other managers?	10 [16.6%]	0 [0%]	0 [0%]	0 [0%]	50 [83.4%]
4	Do you agree your supervisor treats people in your team fairly?	0 [0%]	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]

3	Do you agree there exits training and development programmer to develop skills?	0 [0%]	0 [0%]	30 [50%]	30 [50%]	0 [0%]
4	Do you agree you maintain satisfactory work life balance?	10 [16.6%]	0 [0%]	20 [33.3%]	30 [50%]	0 [0%]

Findings and Discussions

This presents the research findings and discussion of the results with reference to the specific research objectives.

Impact of Superior-Subordinate Relation on Employee Productivity.

The study sought to find out the impact of Superior-Subordinate Relation on Employee Productivity.

Frequency of Superior-Subordinate Relation [fig.]

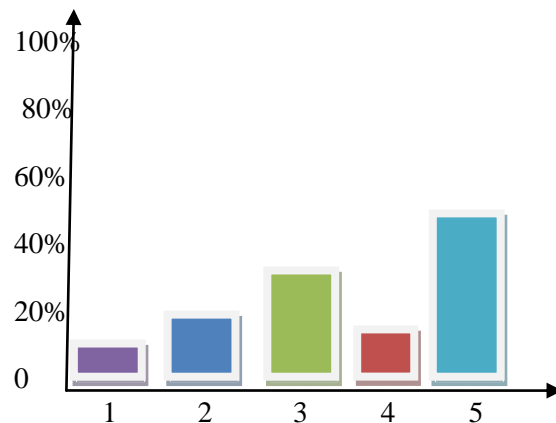


Table 4: Employee Productivity Constructs: Mean and Standard Deviation of Employees Agreeing and Disagreeing

S.N	Employee Productivity Constructs	Mean	SD
1	Do you agree your job requires great deal of concentration?	3.4	0.8
2	Do you agree your job requires you to remember many different things?	3	0.7
3	Do you agree you can take easy and still get your work done?	3.5	0.5
4	All in all, how satisfied would you say you are with your job?	3.1	1.1

Table 5: Employee Productivity Constructs: Frequency and Percentages of Employees Agreeing and Disagreeing

S.N	Employee Productivity Constructs	SDA	DA	NE	AG	SA
1	Do you agree present company gives growth in career?	0 [0%]	10 [16.6%]	10 [16.6%]	40 [66.66%]	0 [0%]
2	Do you agree supervisor guides in your work when required?	0 [0%]	10 [16.6%]	30 [50%]	20 [33.3%]	0 [0%]

s. no.	factor	frequency	%
1	Strongly disagree	10	4.1
2	Disagree	30	12.5
3	Neutral	50	20.8
4	Agree	40	16.6
5	Strongly agree	110	45.8
total		240	100

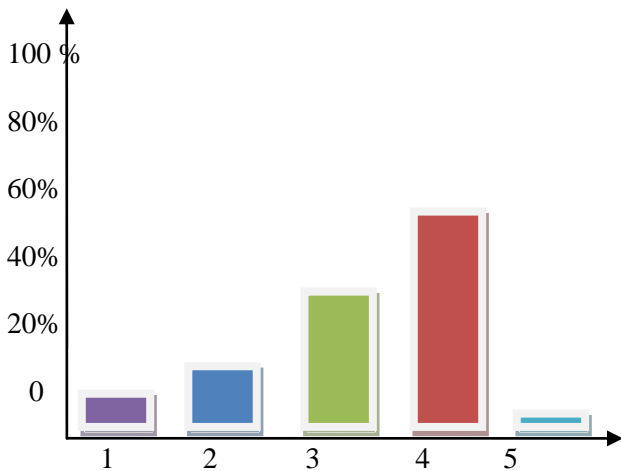
As shown in the above figure, 10% of respondents strongly disagree and 12.5% disagree their relationship with their superior is not efficient. 20.8% are neutral and

16.6% agree. A majority of 45.8% strongly agree that their relation with superior is efficient in increasing employee productivity.

Data Analysis of Employee Productivity

The study sought to find out the impact of superior feedback on employee productivity. The results obtained were as shown in figure below.

Frequency of Employee Productivity [fig.]



s.n	factor	frequency	%
1	Strongly disagree	10	4.1
2	Disagree	20	8.3
3	Neutral	90	37.5
4	Agree	120	50
5	Strongly agree	0	0
total		240	100

As shown in the above figure, 4.1% of respondents strongly disagree and 8.3% disagree employee productivity depends on effective superior feedback. 37.5% are neutral. A majority of 50% agree that employee productivity can be influenced by positive superior feedback.

Table 6: Pearson Correlation Between Superior Feedback and Employee Productivity.

S.N	X [Superior Feedback]	Y [Employee Productivity]	X ²	Y ²	XY
1	4	3.5	16	12.2	14
2	4	3.1	16	9.6	12.4
3	4.6	3.5	21.1	12.2	16.1

4	4.5	3.1	20.2	9.6	13.9
Total	$\sum X = 17.1$	$\sum Y = 13.2$	$\sum x^2 = 73.3$	$\sum y^2 = 43.6$	$\sum xy = 56.4$

$$r_{xy} = \frac{n \sum XY - \sum X \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2] * [n \sum Y^2 - (\sum Y)^2]}}$$

$r^2 = 1 - 1 - 1 = 0$ {1} coefficient of determination = $1 \times 1 = 1$ [r²] {2} coefficient of non-determination = $1 - 1 = 0$ [1-r²] {3} determination of alienation = $0 = 0$ [$\sqrt{1-r^2}$] {4} significance of correlation = P.E. = $0.6745 \times 1 - r^2 / \sqrt{N} = 0.6745 \times 0 / 2 = 0$ > 0 ; $r > 6 P.E$; Coefficient of correlation is certain; r is significant. The value 1** shows the correlation is significant at 0.05 level. There is a significant association between Working Environment and Job Satisfaction. Hence, Ho is rejected. Ha is accepted.

Recommendations: The present study helps to frame an outlook to build good superior-subordinate relations at workplace. Employees need to be treated with dignity and respect. Money is not the only factor boosting employee satisfaction at job. Apart from financial benefits, employees need positive and healthy working environment which can be achieved through proper communication and coordination between management and workers.

4. Conclusion

Providing congenial working environment benefits both the employee and employer. It helps in motivating employees to achieve higher standards in work and thereby increasing overall efficiency. It is important to understand that organizational culture can motivate a work force. The support and consideration of supervisors is a strong determinant of job satisfaction as revealed in the findings.

References

- 1) A.H. Maslow (1954). Motivation and Personality. New York: Harper & Row.
- 2) AL-Hussami M (2008). A Study of nurses' job satisfaction: The relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. Eur. J. Sci. Res., 22(2): 286-295.
- 3) Arnolds, C.A., & Boshoff, C. (2001). The challenge of motivating top management: A need satisfaction perspective [Electronic

version]. *Journal of Industrial Psychology*, 27(1), 39-42.

- 4) Chiu KR, Luk VW, Tang TL (2002). Retaining and motivating employees, Compensation preferences in Hong Kong and China. *Personnel Rev.*, 31(4): 402-431.
- 5) Chakrabarty S, Oubre DT, Brown G (2008). The impact of supervisory adaptive selling and supervisory feedback on salesperson performance. *Ind. Mark. Manage.*, 37: 447-454.
- 6) C.R.Reilly(1991) *Organizational Behavior*. Annual Review of Psychology, pp. 427- 458